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STRATEGIC ORIENTATIONS OF INCUMBENT FIRMS AND DIGITAL BUSINESS ECOSYSTEM ORCHESTRATION

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Abstract:

Our study explores how multiple strategic orientations (SOs) combine to successfully orchestrate digital business ecosystems (DBEs) by incumbent firms in emerging economies. The study posits that for an incumbent firm to orchestrate a DBE, it should possess entrepreneurial, market, digital, and collective strategy orientations. We argue that the aggregation of these strategic orientations leads to ecosystem orientation, a higher-order construct, and is directly associated with DBE orchestration. Rooted in semi-structured interviews of experts and senior executives of DBE orchestrating firms, our study empirically illustrates that while environmental dynamism and institutional voids positively influence this relationship, leadership vision mediates the relationship between ecosystem orientation and DBE orchestration. The study is grounded in existing theories of the resource-based view (RBV) and institutional theory, and it extends emerging theories on the DBEs from an organizational capability perspective and contributes to the limited literature on DBE orchestration by incumbent firms in emerging economies. Our study has implications for business owners, practitioners, and policymakers in these economies, as it highlights the importance of collective engagement in addressing institutional voids and mitigating disruptions in the business environment.

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